

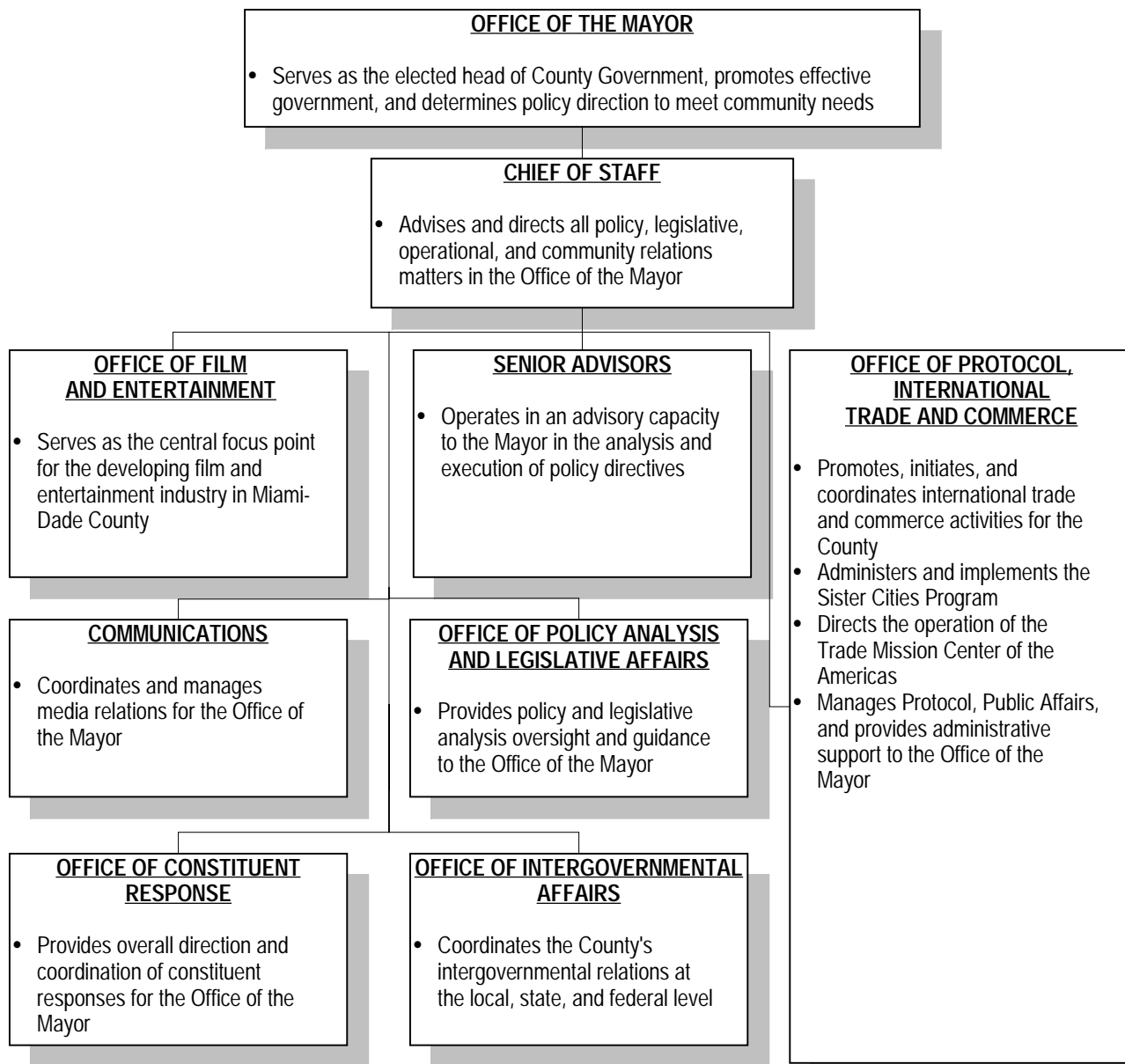
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Office of the Mayor

PURPOSE

Serve as the elected head of County government, promote effective government, and determine policy direction to meet community needs.

FUNCTIONAL TABLE OF ORGANIZATION



FY 2001-02 SERVICE STATUS

- Organized and hosted the Fourth Annual Mayor's Ball raising \$1.5 million for the United Way and the agencies it benefits
- Organized a statewide initiative to place a Universal Pre-Kindergarten Education program on the November 2002 ballot; this voluntary early childhood development and educational program will give every four-year-old child in Florida a high-quality pre-kindergarten learning opportunity no later than the 2005 school year

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- Joined United Teachers of Dade (UTD), along with community and business leaders to celebrate the opening of the Montessori Satellite Learning Center at 2200 Biscayne Boulevard; the UTD in partnership with Miami-Dade County Public Schools, Barry University, Miami-Dade County Readiness Coalition, the Head Start program and the business community, developed the Montessori Satellite Learning Center
- Worked with the Greater Miami Convention and Visitors' Bureau (GMCVB) to develop a bid proposal for the 2004 Democratic and Republican National Conventions
- Held the first Health Care Initiative on February 15, 2002 at the Miami-Dade Community College, Wolfson Campus; more than 300 participants from the public and private sectors attended the event and recommended innovative health care projects, ideas for potential funding sources, and an action plan to serve the county's more than 450,000 uninsured residents; the Health Care Access Task Force has held two working meetings since that time and are moving forward with a tentative work plan
- Coordinated events throughout the county commemorating Haitian Cultural Heritage Month
- Coordinated "100 Ways to be Heard" town hall meetings, radio town hall meetings, online updates and two Transportation Summits with the Miami-Dade Transit Agency and invited citizens to participate by submitting ideas for Miami-Dade County's future transportation plans
- Worked with the Health Foundation of Miami-Dade County, to develop an action plan for a countywide Mayor's Health and Fitness Campaign to be launched in 2003
- Hosted Economic Summit II in January 2002; close to 1,000 local business people attended the one-day event to provide the County with suggestions for an economic development action plan
- Launched Hurricane Shutter Program in cooperation with the Office of Emergency Management's Project Impact and Federal Emergency Management Agency to install free hurricane shutters on the homes of low-income senior citizens; to date, shutters have been installed in close to 100 homes; currently working with Project Impact, Community Action Agency and Team Metro to promote the program and increase resident applications
- Included carryover from prior years as part of the Public Affairs Section's budget (\$106,000)

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for the Office of the Mayor is \$3.907 million, including the core Office of the Mayor (\$1.76 million), the Office of Intergovernmental Affairs (\$627,000), the Office of Protocol, International Trade and Commerce (\$345,000), the Public Affairs Section (\$550,000), and the Office of Film and Entertainment (\$625,000)
- The Office of Intergovernmental Affairs will continue to be funded from the general fund (\$237,000) and proprietary departments (\$390,000) for a total budget of \$627,000
- The Office of Protocol, International Trade and Commerce (which includes the Sister Cities Program) will be funded from Miami-Dade Aviation Department (MDAD) (\$180,000), and Seaport (\$165,000) for a total budget of \$345,000; this budget includes a reimbursement of \$100,000 from the GMCVB
- The Public Affairs Section will continue to be funded from MDAD (\$286,000) and Seaport (\$264,000) for a total budget of \$550,000
- The Office of Film and Entertainment will be funded from the general fund (\$550,000) and a transfer from the Beacon Council (\$75,000) for a total budget of \$625,000

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- The Communications Department will continue to provide staff support for the Communications Section of the Mayor's Office (\$303,000); and the Miami-Dade Police Department will continue to provide funding support for the Sergeant-at-Arms

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Intergovernmental	154	154	83	83	320	390	557	627	7	7
Office of Film and Entertainment	598	550	0	0	75	75	673	625	7	7
Office of the Mayor	1,113	1,144	599	616	0	0	1,712	1,760	18	18
Protocol, International Trade and Commerce	0	0	0	0	335	345	335	345	4	4
Public Affairs	0	0	0	0	656	550	656	550	9	9
TOTAL	1,865	1,848	682	699	1,386	1,360	3,933	3,907	45	45

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	3,027	3,197	3,210
Other Operating	694	715	676
Capital	33	21	21
TOTAL	3,754	3,933	3,907

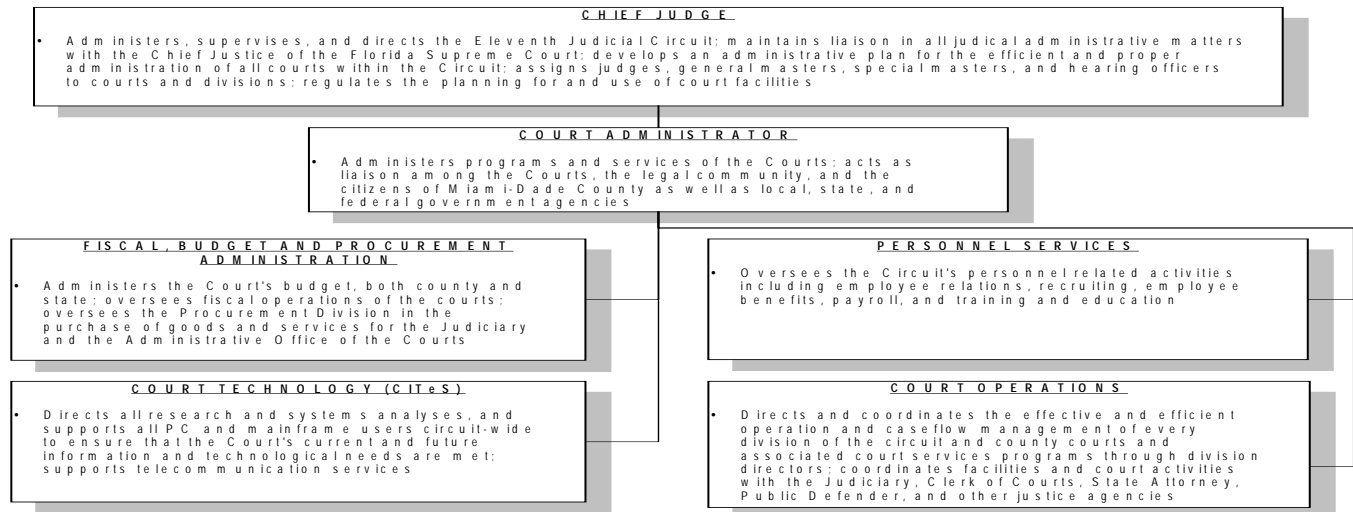
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Board of County Commissioners

PURPOSE

Represent the citizens of Miami-Dade County, promote effective government, and determine policy direction to meet community needs.

FUNCTIONAL TABLE OF ORGANIZATION



FY 2001-02 SERVICE STATUS

- Continued to propose, pass, and amend ordinances establishing policies relating to conflict of interest, code of silence, lobbyists, and public campaign financing which promote ethical conduct in County government
- Amended Section 8A of the Code of Miami-Dade County requiring rental car companies to make available child restraint devices and notify renters of requirements regarding child restraint devices
- Engaged with a consultant to perform a review of critical infrastructure systems in Miami-Dade County, the results of which review will give the County an analytical model to assess the risk of both physical and cyber terrorism
- Committed on December 20, 2001, \$460,000 to continue, for a 60-day period, juvenile justice services that were to be affected by State budget reductions; the Board of County Commissioners (BCC) also directed an additional allocation of \$690,000 in Countywide Contingency Reserve funds for continuation of those services until July 1, 2002
- Created the Social and Economic Development Council for the County due to the devastating impact of the after affects of the September 11 terrorists attacks upon the social and economic fabric of the County; the Council was charged with the responsibility of developing short-term and long-term plans to address the impacts of the economic downturn, and to reinvigorate the rate of economic development
- Approved a countywide effort during the Mayor's Economic Emergency Declaration resulting in solicitation and award of \$407 million in construction and design contracts
- Allocated \$5,000 from each Commission District Office funds for the Police Benevolent Association (PBA) for public service advertisements
- Approved an allocation of \$24.5 million for the acquisition of new touch screen voting equipment

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- Approved professional services agreements with the redistricting consultants selected by the Board on May 29, 2001 and provided a forum for public input at advertised meetings and locations throughout the county; adopted new County Commission Districts on November 15, 2001 to be effective January 1, 2002
- Approved an allocation of \$500,000 during the FY 2001-02 budget process to the Greater Miami Convention and Visitor's Bureau (GMCVB) for the promotion of tourism in Miami-Dade County; the BCC approved on April 9, 2002 an additional allocation of \$500,000 for tourism support; also approved a complete management audit of the Bureau in conjunction with the cities of Miami, Miami Beach and others
- Hired seven new legislative analysts with funding provided by County departments (\$299,000) and the general fund (\$776,000)
- Received funding support from the Miami-Dade Police Department (MDPD) for two Sergeants-at-Arms and related overtime expenses (\$450,000)
- Provided direction to the County Manager regarding the development of the FY 2002-03 Proposed Budget through six budget workshops prior to June 1

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for the BCC is \$11.025 million, including \$10.285 million for the full funding of district office and pool budgets in accordance with Commission policy
- Estimated satellite district office space costs are included in the individual BCC office budgets in accordance with the Board-approved satellite office policy
- The FY 2002-03 Proposed Budget includes funding from various County departments for 12 legislative analysts, including seven new legislative analysts added in FY 2001-02; funding provided by County departments (\$262,000) and the general fund (\$478,000), for a total budget of \$740,000
- MDPD will continue funding two Sergeants-at-Arms and related overtime costs (\$450,000)
- The Communications Department will continue to provide staff support for the BCC (\$94,000)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Board of County Commissioners	6,199	6,393	3,338	3,442	450	450	9,987	10,285	114	114
Legislative Analysts	504	310	272	168	299	262	1,075	740	5	12
TOTAL	6,703	6,703	3,610	3,610	749	712	11,062	11,025	119	126

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	5,810	6,938	7,705
Other Operating	4,275	4,023	3,209
Capital	98	101	111
TOTAL	10,183	11,062	11,025

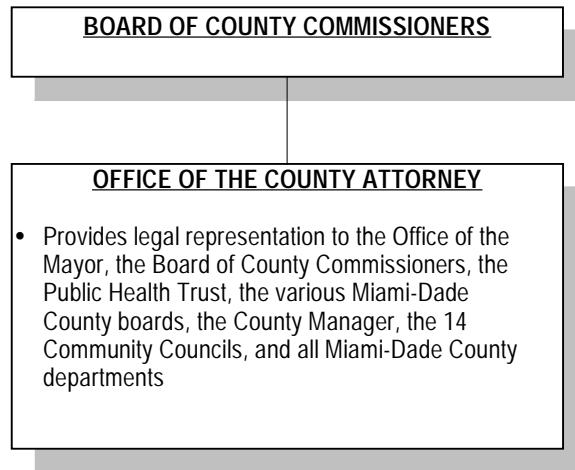
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County Attorney

PURPOSE

Ensure proper legal representation for Miami-Dade County, its agencies, instrumentalities, and boards.

FUNCTIONAL TABLE OF ORGANIZATION



FY 2001-02 SERVICE STATUS

- Provided dedicated attention to legal issues and litigation related to initiatives at the state level regarding Home Rule authority; supplied extensive legal advice and engaged in protracted litigation on matters relating to incorporation, annexation and municipal responsibilities; focused on many major structural challenges to the zoning code and other land use issues; supported Community Councils, the Aviation Department, the Charter Review Task Force and Charter challenges, Seaport and Solid Waste Management litigation, labor negotiations, eminent domain cases, property taxation, and serviced the Board of County Commissioners, the Office of the Mayor, and virtually all County departments and all County boards
- Filled three attorney positions and one support position to meet the growing need for legal services throughout Miami-Dade County government
- Expanded the use of document management software as a pilot program to provide quick reference to large numbers of workers' compensation files and documents for specific, large-scale litigation cases
- Will be reimbursed for expenses related to legal services provided in excess of typical requirements in the amounts budgeted in FY 2001-02 (\$6.658 million)
- Received \$79,000 from the City of Miami Beach for eminent domain activities; \$41,000 of these funds will be used for automation improvements; the balance (\$38,000) plus \$16,000 of prior year carryover is programmed in the FY 2002-03 budget

FY 2002-03 RECOMMENDATIONS

- The Proposed FY 2002-03 Operating Budget of \$18.216 million represents a 1.7 percent increase from the current year budget level to cover normal increases in operations; no new positions have been added to the budget; attrition has been budgeted at five percent
- Reimbursements for legal services provided in excess of typical requirements will be received from the Miami-Dade Water and Sewer Department (\$200,000), the Seaport (\$250,000), bond administration funds (\$400,000), Building Code Compliance Office (\$75,000), self-insurance trust funds (\$3.9 million), the Aviation Department

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(\$650,000), Solid Waste Management (\$200,000), the Public Health Trust (\$300,000), the Miami-Dade Housing Authority (\$352,000), Special Taxing Districts (\$200,000), the Office of Community and Economic Development (\$131,000), Planning and Zoning (\$150,000), Public Works construction (\$100,000), and Business Development (\$50,000)

- The County Attorney's Office FY 2002-03 General Fund budget of \$11.258 million reflects no increase from the current year net of reimbursements from other departments; the County Attorney's Office Proposed Budget is allocated 65 percent to the Countywide General Fund and 35 percent to the Unincorporated Municipal Service Area (UMSA) General Fund with the exception of Community Council support which is 100 percent UMSA
- The County Attorney's Office has a capital project for office configuration (\$16,000) and a project for automation improvements (\$38,000); both are funded from reimbursements received for extraordinary work associated with eminent domain activities for the City of Miami Beach

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Advising Departments	1,700	1,683	916	906	2,758	3,058	5,374	5,647	42	43
Community Councils Support	0	0	717	366	0	0	717	366	5	3
County Boards Support	466	355	251	191	0	0	717	546	5	4
County Commission Support	1,164	1,065	628	574	0	0	1,792	1,639	14	13
Intergovernmental Activities	233	118	125	64	0	0	358	182	3	1
Litigation	2,473	3,148	1,331	1,695	3,900	3,900	7,704	8,743	60	66
Mayor's and Manager's Office Support	815	710	439	383	0	0	1,254	1,093	10	9
TOTAL	6,851	7,079	4,407	4,179	6,658	6,958	17,916	18,216	139	139

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	15,137	17,076	17,455
Other Operating	730	776	721
Capital	92	64	40
TOTAL	15,959	17,916	18,216

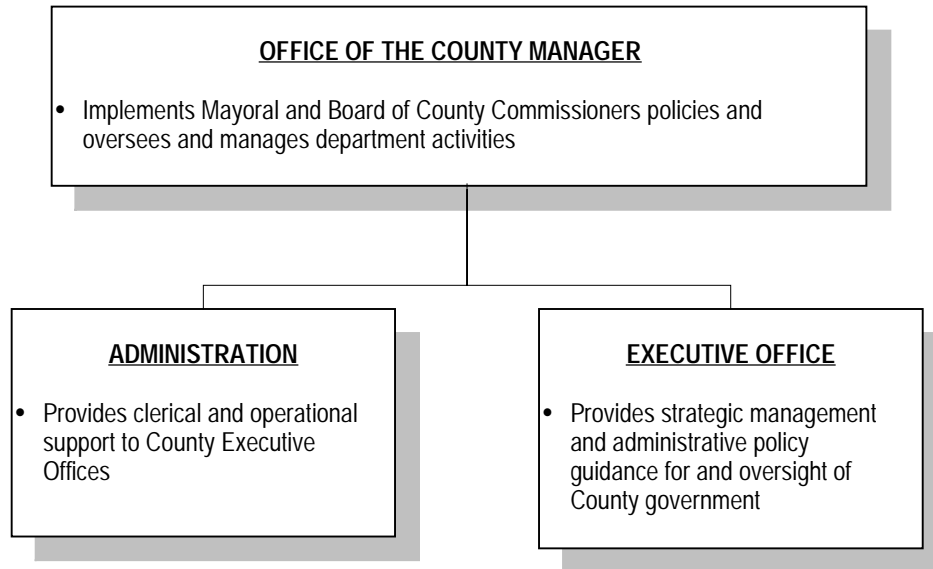
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County Manager

PURPOSE

Implement Mayoral and Board of County Commissioners (BCC) policies and oversee and manage departmental activities.

FUNCTIONAL TABLE OF ORGANIZATION



FY 2001-02 SERVICE STATUS

- Appointed new department directors to Miami-Dade Fire Rescue, Team Metro and the Office of Community Relations
- Transferred Agenda Coordination to Administrative Policy Support to better reflect its work with Commissioners' offices, Commission committees, the County Attorney's Office, and the Clerk of the Board, as well as the Office of the County Manager
- Developed a contract expediting program worth \$407 million to respond to the economic downturn resulting from the September 11, 2001 terrorist attacks; and initiated a study to assess additional security requirements to protect Miami-Dade County assets
- Established a new County publication, the "County Citizen" that offers departmental news, employee profiles, and important County telephone numbers in an effort to provide residents with pertinent information on County services and County employees
- Unveiled the "Government on the Go" bus that will travel throughout the county providing residents with services such as job information, voter registration, baby stroller permits, passports, dog license tags, Metropasses and tokens, Bike and Ride permits, access to the County web portal, County literature, and answers to resident questions
- Held budget meetings with individual department heads to hear their concerns and ideas directly resulting in the formulation of a responsible budget that informs the BCC and County residents about governmental spending needs
- Reviewed and will continue to review the County's organizational structure and processes to reduce costs, increase efficiency and improve effectiveness of services; initial recommendations include consolidation and coordination of information technology functions and County economic development activities (savings total \$2.5 million), centralizing of architectural and engineering procurement activities, and realignment of

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construction management activities; organizational reviews will be on a continuing basis with an initial detailed report to be provided before September budget hearings

- Continued the "Brown Bag" lunch series meeting twice a month with County employees to promote better communication between employees and the Office of the County Manager
- Continued to provide staff support to the Efficiency and Competition Commission, including the organization of monthly meetings, agenda preparation, and the issuance of a monthly project status report on management efficiency projects
- Continued the space planning process for all county agencies including the BCC, the Office of the Mayor, and the Office of the County Manager, with the objective of supplying adequate space for County staff

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget is \$2.785 million; this funding includes adjustments as a result of reimbursements from several County departments (\$1.934 million).

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
County Manager	1,810	1,810	975	975	1,450	1,934	4,235	4,719	35	35
TOTAL	1,810	1,810	975	975	1,450	1,934	4,235	4,719	35	35

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	3,536	3,765	4,248
Other Operating	421	444	445
Capital	5	26	26
TOTAL	3,962	4,235	4,719

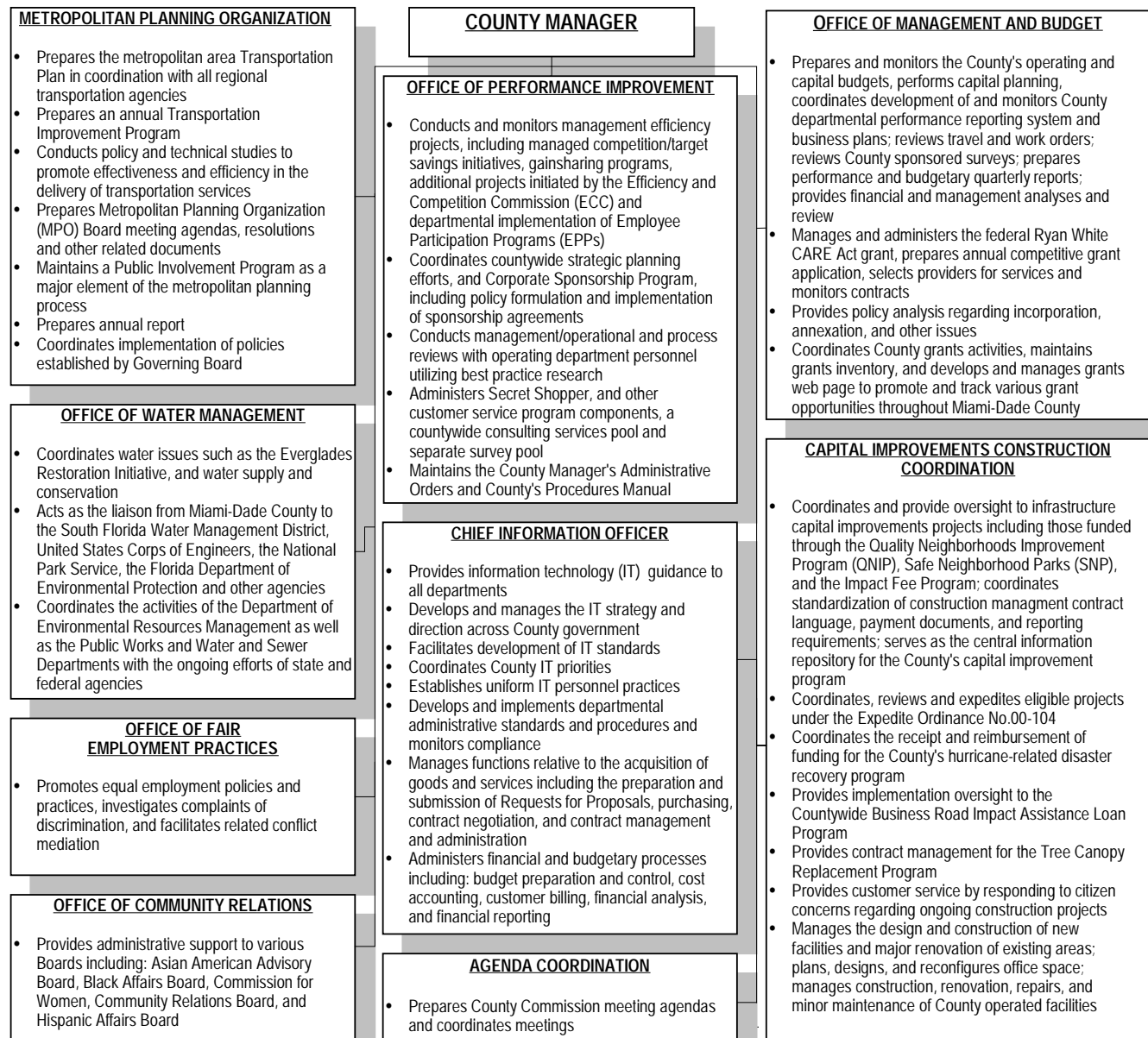
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Administrative Policy Support

PURPOSE

Provide administrative policy support to the County Manager in the following areas: the County's operating and capital budgets; financial and economic analysis; fair employment practices; agenda coordination; capital improvement construction coordination; water management coordination; planning, development, coordination, and oversight of the County's information technology program; best practice management analysis, countywide strategic planning, efficiency review and process reform techniques and practices; and transportation planning.

FUNCTIONAL TABLE OF ORGANIZATION



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

BUSINESS PLAN

- Strategic areas: providing safe, quality neighborhoods; promoting a healthy economy; fostering an improved quality of life, especially for children and seniors; focusing on customer service; improving our transportation system; and promoting efficient and effective government

Selected Goals/Objectives:

- Capital Improvements Construction Coordination (CICC): developing a centralized capital project database to coordinate and track infrastructure capital improvement project adherence to budgets and schedules and monitor critical sequencing of linked projects; reducing the timeline for completion of the impact fee-funded projects from six to less than five years; developing standard construction contracting and payment forms and contract language; assisting in the development of a construction management training curriculum; reviewing and processing applications for loans to businesses adversely impacted by construction projects; investigating registered citizen restoration concerns within five days of receipt and ensuring that they are adequately addressed within 30 days of completion of the improvement specified in the work order
- Chief Information Officer (CIO): focusing on and addressing citizens' needs using technology to deliver information and services in an electronic environment including: using e-government (e-Gov) to expand hours and service; using information technology (IT) to improve processes; managing of IT resources; modernizing the computer network; making smart coordinated IT investments; expanding the County's web portal, implementing technologies to procure goods and services electronically; implementing the Electronic Document Management System (EDMS); implementing and testing disaster recovery plans; and expanding the fiber optic network for voice and data traffic Countywide
- Office of Fair Employment Practices (OFEP): promoting equal employment opportunity and reporting utilization ratios of all race/ethnic/gender groups among Miami-Dade County employees on a quarterly basis; providing grievance process for alternative conflict resolution, and responding within one day to 95 percent of requests for information and/or technical advice
- Office of Management and Budget (OMB): distributing the proposed operating and capital budgets by June 1; distributing quarterly reports within 60 days after the end of each quarter; completing annual update to Five Year Financial Forecast by March 31 of each year; updating the County's grant website weekly; publishing and distributing updated business planning and performance measurement manuals by November 1, annually; preparing and submitting all required Ryan White grant application materials to the federal government by deadline established each year (usually end of September)
- Office of Performance Improvement (OPI): achieving budget savings through operational and process improvements, revenue enhancements, and avoided spending by (a) gathering efficiency ideas countywide to identify up to 80 new areas of study; (b) identifying six targeted savings initiative/competition projects or creating Memoranda of Understanding (MOUs); (c) completing 15 projects with OPI resources and overseeing or participating in 20 additional projects
- Metropolitan Planning Organization (MPO): alleviating countywide traffic congestion by promoting programs to multi-load personal trips in mass transit and other high-passenger capacity vehicles; identifying new and innovative approaches to improve mobility; increasing the number of vanpool user groups from 50 to 65; increasing the number of Bike-n-Ride permits issued from 1,500 to 1,800; and increasing the current level of participation in the transportation planning process and dissemination of transportation related information by providing interactive website opportunities, producing the MPO quarterly and the trilingual annual newsletters, and increasing the number of citizens involved in the MPO Public Involvement Program
- Office of Community Relations (OCR): developing and maintaining an efficient crisis prevention and response system by recruiting and training a team of at least 60 Miami-Dade County employees to serve as crisis team members; providing opportunities for meaningful inter-group discussions and experiences by increasing the

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number of forums, dialogues, and cultural immersion activities available to community residents; determining yearly changes in intergroup-relations by conducting a countywide survey and publishing the results in an annual report

- Office of Water Management (OWM): striving to protect the local environment, while preserving the balance between the water needs of urban and agricultural areas; guiding Miami-Dade County government policies relating to flooding; developing ways that Miami-Dade County government can better conserve water and recharge water storage areas, while working with other agencies to prevent shortages

FY 2001-02 SERVICE STATUS

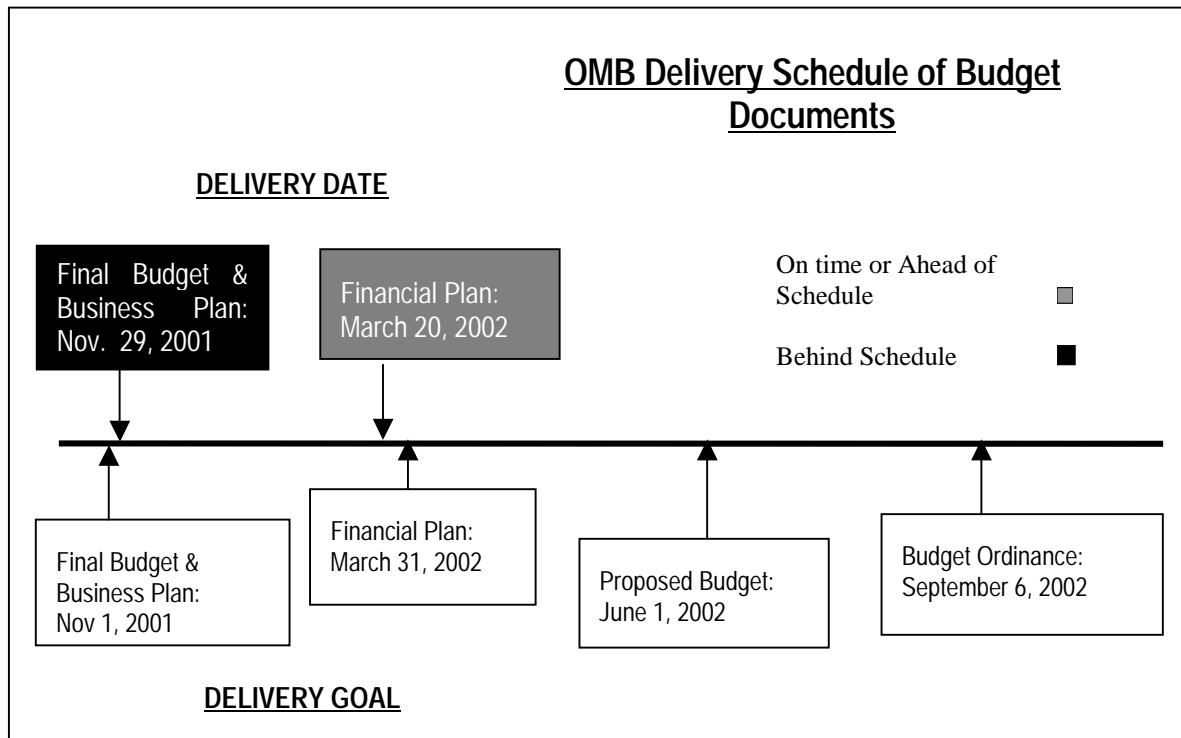
- Added two new clerk positions for Agenda Coordination to address the increase in workload associated with the Board of County Commission (BCC) committee system
- Enhanced responsibility of CICC by assuming oversight of the entire County capital improvement program; added five full-time positions including two capital improvement analysts to enhance technical review capability of construction contracts and provide support to the development of construction contract policies and procedures, one Construction Manager III to assume direction of the construction management staff responsible for performing independent cost estimates and field reviews and inspections, an administrative assistant position to provide research, analysis, and administrative support to staff, and a Chief Technology Office (CTO) programming professional overseeing the development of the centralized information system; filled an additional Construction Manager 1 position to provide field support to the CICC construction management team primarily for Federal Emergency Management Agency (FEMA)-funded, time-constrained construction activity — (CICC)
- Planning to develop standardized construction management policies and procedures and an in-house training program for construction management and inspection staff — (CICC)
- Received approval from the FEMA, as a result of the flooding associated with Hurricane Irene and the "No Name Storm", for \$730 million in drainage improvements, storm drain cleanout, secondary canal dredging, and road reconstruction and resurfacing to reduce the level of flooding and related property damage in the future; the work is being designed and completed under the Department of Environmental Resources Management's (DERM) newly established Division of Recovery Mitigation (DORM) under the oversight of CICC — (CICC)
- Established the Business Loan Assistance Program to provide economic assistance to businesses negatively impacted by County construction projects; publicized the program in adversely impacted areas through various media formats and public meetings; reviewed seven loan application packages and approved three initial loans in the first four months of the fiscal year — (CICC)
- Coordinated with DERM the contracting, tree inspection and purchase, for the Tree Canopy Replacement Program (Adopt-a-Tree) funded by the State of Florida — (CICC)
- Coordinated with the e-Government Department (e-Gov) to implement a web-based Geographical Information System (GIS) mapping and pictorial pilot project showing the status of capital improvement projects throughout Miami-Dade County — (CICC)
- Initiated e-government pilot projects including a web-based on-line vendor registration system and a payment engine to accept credit card and electronic checks from citizens to renew occupational licenses to pay parking tickets and to pay building re-inspection fees on-line — (CIO)
- Completed Phase I and II of the EDMS project, enabling automated personnel change documents with future enhancements to include online employee evaluations; initiated the back file conversion process for the Corrections and Rehabilitation Department's employee files; other agencies desiring EDMS include DERM, Planning and Zoning, Building, and the Solid Waste Management Department (SWM)— (CIO)

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- Began network infrastructure improvements to modernize the County's computer network including a storage area network, enterprise switches and servers, and a high speed data capacity line connection directly from the County's fiber network to the Internet — (CIO)
- Increased staff (two positions) in the Office of Community Relations to provide enhanced support to various boards — (OCR)
- Provided support for tourism-related events by creating a Goodwill Ambassadors Program coordinated by the Office of Community Relations — (OCR)
- Hosted a 40th Anniversary Conference commemorating the creation of the Community Relations Board and focusing on improving the state of community relations in Miami-Dade County — (OCR)
- Providing comprehensive redress and remedial training to address fair employment complaints and continuing to ensure County workforce utilization of all race/ethnic/gender groups — (OFEP)
- Received reimbursements for activity supporting bond work (\$175,000, from bond administration funds), transportation-related activities (\$50,000, from the MPO), and the Quality Neighborhoods Improvement Program (QNIP) (\$100,000) — (OMB)
- Established grants coordinator function and hired staff (two positions); increased staff for annexation and incorporation (two positions), and budget development support (one position); continued to support the Management Trainee Program with three positions currently filled — (OMB)
- Implemented a web-based program for capital budget submittal and automation of various budget worksheets — (OMB)
- Continuing the performance measurement orientation and training for all departments; coordinating business plan development and integration with the County's strategic planning process — (OMB)
- Received a \$27.097 million grant from the U.S. Department of Health and Human Services under Title I of the Ryan White Comprehensive AIDS Resources Emergency Act — (OMB)
- Increased vanpool participation from 35 user groups in FY 2000-01 to 50 user groups in FY 2001-02 and Bike-n-Ride permits issued from 1,267 to 1,500 — (MPO)
- Completed a variety of transportation studies including 2025 Long Range Transportation Plan Update (\$996,000), NW 7th Avenue Corridor Study (\$94,000), Downtown Kendall Master Plan (\$130,000), MPO Transportation Database Project (\$93,000), State Road 874 Alternative Analysis Study (\$49,000), Downtown Miami Transportation Master Plan (\$600,000), Pedestrian Plan for Miami-Dade County (\$156,000), Hometown Intermodal Transportation Study (\$65,000), School Zone Traffic Congestion Study (\$59,000), and Local Transit Policy Circulator Services Study (\$69,000) — (MPO)
- Added a position to assist in administration, board support, and public outreach activities — (MPO)
- Administering the second year of the Secret Shopper Program, which evaluates customer service by departments — (OPI)
- Providing support to 16 departments with employee participation programs designed to involve employees, unions and management in the identification and implementation of operational improvements — (OPI)
- Providing guidance in the development of standards and measures, including a gainsharing component, for achieving performance targets in County operations — (OPI)
- Coordinating Countywide strategic planning process including completion of mission, vision and guiding principles statements and development of individual strategic area master plans, focusing on obtaining input from all facets of the community and County operations — (OPI)

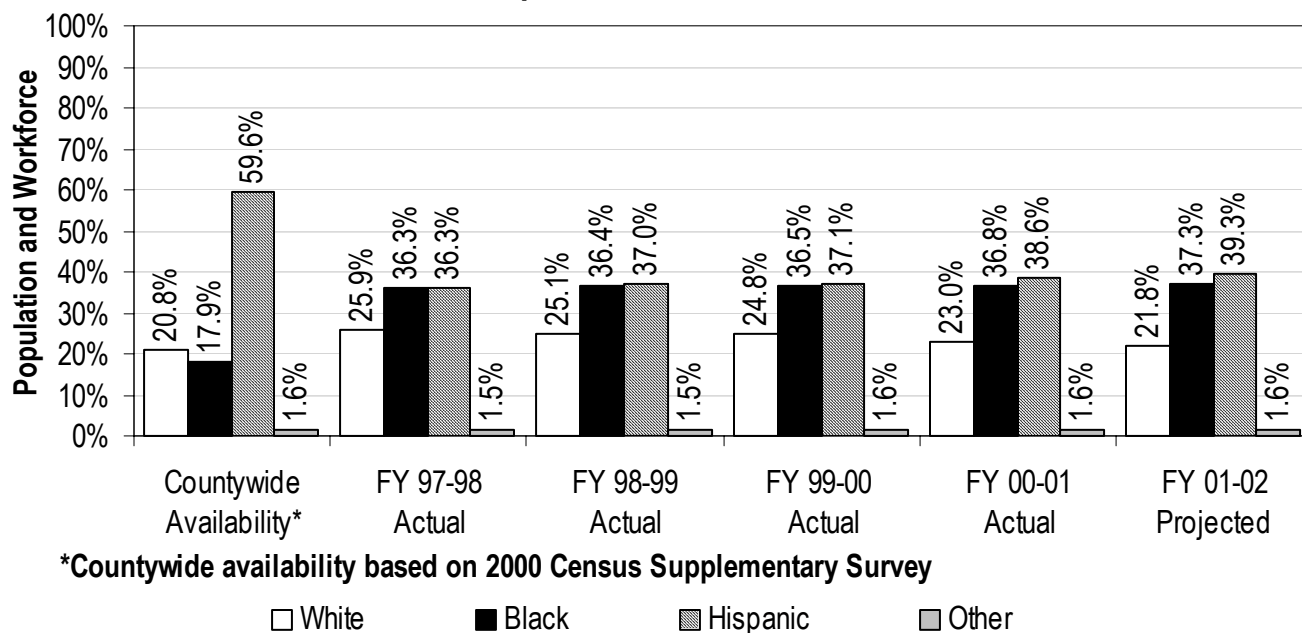
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- Sharing administrative functions including purchasing, copying, and IT support with Audit and Management Services — (OPI)
- Continued coordination with various federal, state and regional agencies involved with the multitude of plans to restore the natural flow of water in the Everglades — (OWM)
- Continued serving as the County's liaison with the Miami River Commission (MRC) and the MRC River Dredging Working Group on the Miami River Dredging Project — (OWM)
- Began coordinating the development of the Miami-Dade Water Management Plan — (OWM)



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Miami-Dade County Workforce Distribution of Population and Workforce



FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for Agenda Coordination is \$965,000 and funds ten employees, including two clerks added in FY 2001-02
- The FY 2002-03 Proposed Operating Budget for the CICC Office is \$24.291 million which funds 123 full-time positions including five positions added in FY 2001-02
- The Proposed Budget, for presentation purposes, reflects the Construction Management and Renovation Services Division (CMR) (\$22.365 million, 104 positions) of the General Services Administration (GSA) in CICC which will be responsible for construction management; the organizational placement for routine maintenance functions, the most appropriate organizational and reporting structure for the Americans with Disabilities Act Division, and corresponding budget adjustments will be reviewed and reported to the BCC before the September budget hearings
- The responsibility of preparing and soliciting architectural and engineering contracts will be transferred from the Department of Procurement Management (DPM) to CICC; the number of positions and associated costs will be finalized and reported to the BCC before the September budget hearings
- Administration of Miscellaneous Construction Contracts will be transferred from DPM to CICC to consolidate construction activities (one position, \$83,000)
- To attribute capital costs to capital budgets and reduce costs to property tax payers, the capital tracking unit of the OMB, the capital support functions of the Department of Business Development (DBD) and the CICC Office will be funded by the Capital Working Trust Fund; this Trust Fund has been created using 0.44% of all budgeted capital projects to fund work related to capital project management
- Construction Coordination of CICC has a Proposed Budget of \$1.926 million including five positions added in FY 2001-02, and will support promotional spots on Miami-Dade TV (\$25,000) and legislative analysts

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(\$30,000); CICC will be funding an e-Gov information technology professional to oversee database creation, applications development, and the selection of technologies requisite to the development of a comprehensive, centralized capital improvement database needed to monitor and report capital project status and sequencing

- CICC will develop standardized construction contracting language, payment forms and reporting requirements and will coordinate with the Employee Relations Department (ERD) to develop an in-house training program to provide certification for construction managers, contract administrators, and construction inspectors; CICC will also assist departments to mitigate and resolve construction claims by identifying procedures to foster early detection and reporting, and serving as an arbitrator to resolve contractor claims when so requested
- The FY 2002-03 Proposed Operating Budget for the CIO is \$3.846 million, a four percent increase from the current budget, including \$1.842 million of general fund support; additional funding is provided through a charge back to all departments at a rate of five hundredths of a percent of each departments' operating budget (\$1.850 million) and from the financial systems conversion project (\$154,000)
- The CIO has established a Project Management Office and an Information Technology (IT) Business Office that will be partly funded by the CTO and e-Gov departments; the Project Management Office was created to improve IT project management expertise, methods, and practices throughout County government; the IT Business Office was established to provide personnel/labor management, finance, budget, and procurement services to the CIO, CTO, and e-Government; the Business Office also works closely with the County's Employee Relations, Finance, Budget, and Procurement departments to develop policies and procedures and provide coordination and assistance to all departments that will enable IT to be more responsive to the needs of County departments and citizens
- The recommended FY 2002-03 Proposed Budget and Multi-Year Capital plan for the CIO, CTO, and e-Gov totals \$51.868 million and includes funding from the Capital Outlay Reserve (COR) of \$22.368 million, including carryover of \$9.28 million and \$25 million from the Sunshine State loan program including \$16 million in FY 2003-04 and \$2.5 million of 800 MHz contributions and \$2 million from the Information Technology and Internal Support Projects Reserve
- COR funding of \$1.550 million is recommended for departmental IT projects; including a voice response system (\$500,000), Credit & Collection Historical Data Conversion (\$50,000), and a Tax Collection System (\$200,000) for the Finance Department; other departmental projects include personnel computer replacement for the Human Services Department (\$200,000), financial management system for Park and Recreation (\$350,000), and special analysis software for the Medical Examiner (\$250,000)
- Funding for CIO e-Gov initiatives to provide citizens and business increased access to County services totals \$7.834 million and includes, among others, continued development of payment engines to accept electronic payments, and a centralized answer center to improve the County's ability to provide the citizens a single telephone number for seamless access to all County departments
- Projects to improve County processes total \$17.709 million and include expansion of the EDMS workflow and imaging pilots to other departments and County functions, imaging of files for faster access and better organization, expansion of data warehousing capabilities, a study to implement a financial Enterprise Resource Planning (ERP) system, implementation of an Enterprise Asset Management application (EAMS) (to be funded by Miami-Dade Transit Agency (MDTA), Water and Sewer Department, and Miami-Dade Aviation Department), Tele-working study, automation of time and attendance sheets, conversion of County documents to enable web distribution, and the continued implementation of software that allows for mainframe reports to be viewed and edited at a personal computer to save paper
- Funding for contingency planning including information technology security and disaster recovery totals \$2.102 million and includes smart cards to identify security usage requirements of County IT resources, intrusion detection / monitor to identify threats to the County's infrastructure before affecting the Intranet, a network

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manager to identify malfunctions within the County's infrastructure, and an insurance policy to ensure a site is immediately available in the event of a disaster that disables the County's ability to support critical applications

- The FY 2002-03 Capital Budget for the CTO totals \$2.061 million; funding is provided from COR and includes Oracle Internet licensing, continued expansion of ERD's data warehouse, continued implementation of the system to charge back the costs of mainframe services to user agencies, additional licenses and infrastructure for Structured Query Language server for Metronet and Internet database access, continued expansion of the distributed database production and test environments and the Internet database environment to support production applications and a clustered environment for backup processing with Direct Access Storage Devices to accommodate growth, replacement of printers adding required color features, acquisition of hardware and software to enhance the County's current Internet infrastructure to support multiple web pages and development services to provide necessary support for the e-Gov initiatives
- The FY 2002-03 Capital Budget for e-Gov totals \$284,000 and includes application development tools for both web and wireless platforms enabling the conversion of existing County applications to the Internet
- Funding (\$3 million) from Sunshine State loan proceeds is provided to make coordinated IT investments and standardize the County's IT environment and includes additional network consolidation and architecture improvements
- The FY 2002-03 Proposed Budget for OCR is \$1.259 million and maintains the current level of support including two positions added in FY 2001-02; attrition is budgeted at one percent
- OCR will begin using survey methodology to assess the state of intergroup relations in Miami-Dade County and monitor the changes over time
- The FY 2002-03 Proposed Budget for OFEP is \$530,000 and provides funding for six positions; the budget includes funding for workforce diversity training, conflict resolution via mediation or formal investigatory grievance processes, equal employment opportunity counseling, and staff support for the Affirmative Action Advisory Board
- The FY 2002-03 Proposed Budget for OMB is \$30.849 million, which includes \$1.565 million from the Countywide General Fund and \$1.471 million from the Unincorporated Municipal Service Area (UMSA) General Fund for the policy analysis regarding the incorporation and annexation issues function; and \$27.097 million from the Ryan White CARE Act (HIV/AIDS) grant; funding includes support for four positions in the County Manager's Office and Intergovernmental Affairs (\$351,000); the County's Management Trainee Program will be continued in July 2003, and funding provides for three management trainee positions; funding is also provided for three positions added in FY 2001-02; attrition is budgeted at six percent
- Reimbursements to OMB for programmatic and administrative support will come from Ryan White CARE Act grant (\$30,000), QNIP (\$100,000), MPO (\$50,000), Capital Working Fund (\$254,000), Intergovernmental Affairs (\$106,000), and Finance Department's bond administration account (\$175,000)
- The FY 2002-03 Proposed Budget for the MPO is \$5.013 million and includes funding for the MPO Secretariat (\$2.224 million) for socioeconomic, transportation land use, highway traffic, and other studies, and for support provided by the Department of Planning and Zoning (\$230,000), the Public Works Department (\$110,000), MDTA (\$170,000), OMB (\$50,000), the South Florida Regional Planning Council (\$25,000), outside consultants and other agencies (\$2.204 million)
- The FY 2002-03 Proposed Budget for MPO provides funding for 19 full-time positions (including one position added in FY 2001-02) and includes a reimbursement to the Finance Department (\$38,000), building rental (\$110,000) and an indirect payment of \$199,000 for support from different County offices and departments; matching funds for MPO federal and state grants will be provided through the Secondary Gas Tax Revenues (\$383,000)

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- The FY 2002-03 Proposed Budget for OPI is \$1.439 million and provides funding for 18 positions; reimbursements (\$120,000) from proprietary agencies will fund the equivalent of two management consultant positions to conduct additional organization, management, and process reviews; attrition is budgeted at five percent
- OPI will continue to provide staff support to the Efficiency and Competition Commission (ECC), including conducting, overseeing, tracking, and monitoring countywide efficiency and best practices review projects
- Coordination between OPI, OMB, and Audit and Management Services will be increased to assure audit finding recommendations are implemented
- The FY 2002-03 Proposed Budget for OWM is \$327,000 and funds three positions; OWM will continue to coordinate with various federal, state, and regional agencies in all water related issues including the Comprehensive Everglades Restoration Project, FEMA projects, Miami River Dredging, and the Lower East Coast Regional Water Supply Plan; attrition is budgeted at 12 percent

SELECTED UNMET NEEDS

- Need \$5.85 million for IT projects to guide the County toward an "e-Government" operation that will improve internal processes and make it easier for citizens to access information and transact business with the County; need \$26.789 million for departmental IT projects
- Need \$30 million per year for five years to convert critical mainframe databases and programs such as the payroll system, the Criminal Justice Information System, the Traffic Information System, the Inmate Profile (jail detention) system, the Building Permitting system, the Property Appraisal system, and the Tax Collector System from the current structure using the integrated data management system (IDMS) to newer, more universal formats; it is expected that IDMS database structures will no longer be supported by the vendor in the next four to five years; conversion of these programs to new industry standard database formats requires the re-write of over 13 million lines of computer code and purchase of supporting hardware

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OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Agenda Coordination	540	627	289	338	0	0	829	965	8	10
Annexation and Incorporation	0	0	440	628	0	0	440	628	4	6
Business Initiatives	0	0	0	0	528	0	528	0	0	0
Capital Improvements Construction Coordination	51	0	28	0	1,158	1,926	1,237	1,926	14	19
Chief Information Officer	1,136	1,197	612	645	1,955	2,004	3,703	3,846	40	40
Community Relations Board	989	1,259	0	0	0	0	989	1,259	14	16
Construction Management and Renovation	0	0	0	0	16,079	22,365	16,079	22,365	104	104
Fair Employment Practices	359	345	193	185	0	0	552	530	6	6
Management and Budget	1,535	1,565	659	843	345	716	2,539	3,124	31	33
Metropolitan Planning Organization	0	0	0	0	4,945	5,013	4,945	5,013	18	19
Office of Performance Improvement	872	858	469	461	0	120	1,341	1,439	18	18
Ryan White Administration	0	0	0	0	1,269	1,355	1,269	1,355	15	15
Ryan White Grants	0	0	0	0	24,117	25,742	24,117	25,742	0	0
Water Management Coordinator	0	0	0	0	271	327	271	327	3	3
TOTAL	5,482	5,851	2,690	3,100	50,667	59,568	58,839	68,519	275	289

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	16,285	19,658	21,192
Other Operating	38,836	38,837	46,988
Capital	179	344	339
TOTAL	55,300	58,839	68,519